

Reg. Bureau

27 January 1975

MEMORANDUM FOR THE RECORD

SUBJECT: CSC Conference on Personnel Management Evaluation

1. During January 22-23, representatives of 48 Departments and Agencies attended a conference on personnel management evaluation (PME) under the auspices of the Civil Service Commission. The Commission is actively promoting the conduct of joint surveys as a means of simultaneously augmenting its own meager resources and serving the interests of Department/Agency management itself. By Presidential Memorandum of 9 October 1969, the heads of all Departments and Agencies are made responsible for applying personnel management evaluation and taking as necessary corrective action. To date, our Agency has not been required to report to the Commission on the conduct of PME nor to participate in a joint survey.
2. Even so, there is a pressing reason for the Agency to undertake personnel management evaluation internally. Wherever there has been delegation of personnel authorities, there is a need to evaluate the use of such authorities. Both the Annual Personnel Plan and the Personnel Development Program provide useful tools for such evaluation. These are being supplemented by the review of the status of PASG implementation now underway.
3. A point made by CSC with great emphasis is the need for "on-site" evaluation to assure that personnel policies are being implemented at the working level and that the appropriate regulations are being complied with. For the Agency, two resources for such evaluation are: (1) the component-level personnel officers and (2) PMCD surveys. Neither is now being used systematically for such evaluation.
4. Another point made by the Commission is the desirability of meshing PME with management-by-objectives. The approach now evolving in the Agency does just this.
5. In some ways the Agency's thinking has anticipated the Commission. For example, John Cole (Chief, Bureau of Personnel Management Evaluation) stated that the Commission is now considering the potential utility of developing experimentally in selected Agencies an integrated Annual Personnel Improvement Plan, which apparently would resemble the Agency's APP. Commission thinking is so tentative that Cole raises the question, would such a plan be feasible?

6. In view of some opinion within Agency management that further decentralization of personnel functions may be desirable, it is of interest that the Commission feels that there have been significant abuses within Government of delegated authorities and that PME with teeth is necessary to correct such abuses. John Cole was particularly concerned about abuses in the description and classification of positions. He said vehemently that willful violation of personnel laws was fraud and in the opinion of Commission experts might even be punishable under Title 18 Crimes and Criminal Procedure as a criminal offense. Those conducting personnel management evaluation should have the power to downgrade or otherwise correct abuses of authority. Some of this same thinking is reflected in Bulletin 250-5, 7 November 1974, Assuring the Integrity of the Merit System, which requires within the classified service an expanded certification of official position descriptions. Though the Agency is not subject to the Classification Act, it has indicated to the Civil Service Commission that it intends to adhere to this system in substantially the same manner as provided for other agencies. (DCI letter to Chairman, Civil Service Commission, dated 10 August 1949.) The Agency has no less responsibility than any other to maintain the integrity of its personnel system.

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Chief, Plans Staff
Office of Personnel

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